

## **APPENDIX D - INTERVIEW SUMMARIES**

### **Arizona Department of Transportation – Motor Vehicle Division (MVD)**

**George Bays**

**Coordinator, Special Border Projects**

Mr. Bays, being the coordinator of special projects, is well informed and educated on CVISN/ITS initiatives. For this reason, we did not take up his time with the first theme—understanding his familiarity with CVISN/ITS/CVO initiatives.

### **Understand the stakeholders operations/business focus and the connection with the Nogales POE**

The Nogales Port of Entry has a multi-agency focus – there are many agencies working at the Port

ADOT operations –

- Verify Arizona registration (paper trip permits)
- Verify the applicant (Mexican motor carrier or agent)
- Provide proof of insurance and valid commercial driver's license (Mexican federal) and safety compliance
- Personnel are trained to perform motor carrier safety inspections
- Main goal is to continue fostering international trade with Mexico while efficiently moving all goods

Data Collection Tools –

- 60% of all vehicles are processed at the Superbooth (U.S. Customs requirement)
- Weight-In-Motion (WIM) resource is in place
- EPIC2 – AVI, counters, transponders, bar code readers, etc.
- There is certain data we want to extract as well as other agencies needing their specific data
- We should be able to extract only the data that is needed

### **Historical observations of changes at Nogales POE and any impacts to stakeholder operations**

Over the last 5 years, there has been an 8% increase in the number of trucks coming across the border

There are two types of goods coming across – food products and dry freight

Working side by side with Customs has been effective (none of the other border states do this)  
Land use is a short coming at the port (there are many hills and valleys that make it difficult to expand and plan)

In regards to technology, there are networks and technologies available, but the questions remains as to how to bring them together to make it all work effectively and efficiently

We (Booz Allen) should look at the whole spectrum – know the port operations, compile a needs assessment and then recommend what will help the port to function better.

**What are the key areas of concern as it revolves around operations at the Nogales POE?**

Homeland Security is a new issue and a big one that needs to be taken into consideration during this assessment

There is a need for another lane for incoming trucks – maybe an “express” lane to make the system more effective and efficient

How to make the port more trade efficient without compromising safety and security

CDLIS – available, but not using, it needs to be simplified

**Arizona Department of Transportation**  
**Dale Buskirk**  
**Director Of Planning**

Mr. Buskirk's involvement in projects such as the Nogales Cyber Port and the Arizona Port Efficiency Study (serving as the Project Manager) has allowed for a thorough education and understanding of CVISN/ITS/CVO initiatives. Along with a limited meeting time due to his schedule, we progressed quickly through the interview.

**Understand the stakeholders operation/business focus and the connection with the Nogales POE**

The number of vehicles has increased, one concern is it is losing market share – the absolute number is growing, but market share is being lost to other regions.

Nogales is a specialized port, with a focus on produce importation. A port with this focus can only grow so much.

80% of winter produce comes through Nogales.

Unless there is a radical change, the ports relatively high position will not be regained.

Sine the Port Efficiency Study, the planning office has established a good working relationship.

Due to the Canamex Corridor, Nogales has been a high priority to the state—a gateway to the corridor.

The port has established a rapport with the community.

The port is more adaptable to changing conditions than most ports – testing new ideas, policies, approaches, and procedures.

**What are the key areas of concern as it revolves around operations at the Nogales POE?**

There is a challenge during the peak periods when trucks are coming across the border.

Some queues (the length) have to do with Mexican procedures in processing their trucks.

Possible options would be to:

- Do inspections at CAADES facilities on the Mexican side of the border
- Increase the hours of operations of the port during peak periods (instead of building a new lane that will not be utilized during down or slower periods.

**Concerns/Suggestions/Recommendations**

One means of improving the port is always technology related.

What are some of the “other” technologies for improving the port?

Technology is focused on processes/operations, not on traffic flow.

**Arizona Department of Transportation  
Traffic Operation Center  
Manny Agah  
Traffic Operations Center Manager**

Mr. Agah's role does not necessitate asking the questions regarding his familiarity with CVISN/ITS/CVO initiatives, since he is very involved in ITS related technologies within the Center and in the interest of time.

**Understand the stakeholders operation/business focus and the connection with the Nogales POE**

He has no direct role at the port

The Traffic Operations Center provides a role in implementation and deployment of projects

**Historical observations of changes at Nogales POE and any impacts to stakeholder operations**

Traffic management system improvements (this is the area that needs to most concentrated efforts)

Some changes have been made, but more are needed to make the port more efficient and effective

**What are the key areas of concern as it revolves around operations at the Nogales POE?**

"There are too many cooks in the kitchen"

Safety and mobility are not as critical as congestion

Since the area is rural, congestions plays more of a role in the operations of keeping the truck running through the compound smoothly. If the port were in an urban area, the issues of safety and mobility would play a larger role.

Security is extremely important since the events of September 11

There are redundant systems

Measurements are not always as accurate as they should be

**Changes/enhancements for Nogales POE**

Surveillance and control systems need to be updated

There is a need for more staff training at the port in regards to ITS technologies

**U.S. Department of Transportation  
Federal Motor Carrier Safety Administration (FMCSA)  
Alan D. Vitcavage  
Federal Program Specialist**

**Understand the stakeholders operation/business focus and the connection with the Nogales POE**

Vehicle inspectors are located on the border

Borders auditors and investigators

Pre-selection of vehicles for inspection

FMCSA is the last agency to get the truck before they leave the compound

They check every license before entering the country – using a PDA

Sometimes the license does not show up as valid – data is not updated on the Mexican side of government

FMSCA will accept faxes to verify validity if this situation occurs

The front line inspectors have a PDA to determine if the carrier should be tagged to be inspected

Data is stored in SafetyNet

DVRS's are uploaded into SafetyNet and then to SAFER

Inspectors have access to Query Central

**Historical observations of changes at Nogales POE and any impacts to stakeholder operations**

Increased amount of truck traffic

Technology has improved

There is more federal staff in place

FMSCA is now a major player at the Port (for NAFTA to succeed, they must be there)

There is a need for more lanes, more technology and even more staff to make the operations more efficient

**What are the key areas of concern as it revolves around operations at the Nogales POE?**

The quickest way to get vehicles for FMSCA inspection – it currently can take as long as an hour to get the carriers to their inspection site

Getting correct data from Mexico on the drivers licenses

**Changes/enhancements for Nogales POE**

Mr. Vitcavage feels these responses are provided in his previous responses.

**Arizona Department of Environmental Quality**  
**Edna Mendoza**  
**Hazardous Waste Border Coordinator**

The Arizona Department of Environmental Quality does not currently have a presence at the Nogales border. However, they are currently in the process of receiving funding from state legislation that would allow for one inspector at the port.

Their presence would be on behalf of the United States Environmental Protection Agency (EPA). Arizona receives funding from EPA for border issues. They also receive funding from EPA's Resource Conservation and Recovery Act (RCRA) for hazardous waste issues.

They have some understanding of the port operations. A hazardous waste manifest comes from U.S. Customs to the EPA and then EPA inputs that information into an electronic data tracking system called HazTracks.

U.S. Customs currently does the inspection for EPA and if there is a problem with the cargo, then a call is placed to Arizona Department of Environmental Quality and an inspector is sent to investigate.

They believe there is a gap in Arizona. U.S. Customs does not do the data transfer electronically; they send EPA hard copies of the manifests.

Their envisioned procedure is to scan manifests from the shipper.

**United States Customs Service (USCS)**  
**John O'Reilly**  
**Assistant Port Director**

Understand their familiarity with CVISN/ITS/CVO initiatives

They have some knowledge of FAST.

They will soon be starting a fully functional system at Nogales – a \$1 million project.

They are currently in implementation stages of a Customs specific application. It will be similar to Buffalo's system. Buffalo is currently testing transponders and Customs will use the same transponder that Buffalo decides to use.

The carriers will receive information via transponders and variable message signs (VMS). The information will be regarding the truck, the tractor and the driver.

This new system will allow for better control of what/who is crossing the border into the United States.

This system will NOT speed up the traffic flow at Nogales. This aspect of the port (traffic flow) cannot be any quicker. There is a very rapid processing time/process in place.

Understand the stakeholders operation/business focus and the connection with the Nogales POE

The trucks come into the United States and go through a quick inspection immediately after crossing (dog-sniffing, human inspection of trucks).

They are either directed to the Superbooths or to the inspection compound. The inspector at the Superbooth reviews their paperwork. The papers are bar-coded for a quick scan of their information.

Historical observations of changes at Nogales POE and any impacts to stakeholder operations

The compound has been completely redesigned and reconfigured.

The compound is now much faster and more efficient.

There are no shortcomings to the port, it serves as a "model port" to other ports of entry across the United States.

Changes/enhancements for Nogales POE

Customs currently has a queuing management system in place that allows an automated means to determine traffic queuing time. This is currently in the passenger vehicle area, they hope to eventually implement in the cargo operations.



Customs is planning to have lights placed in the inspection stations that will allow for better lighting under the commercial vehicles.

**Additional Concerns/Suggestions/Recommendations**

The obstacles in place for the port are not which technologies to use or to put in place, but the logistics of “putting in” those technologies. The infrastructure of the compound makes it a challenge to put those systems in place.

**United States Customs Service (USCS)**  
**Celia DeLaOssa**

**Understand their familiarity with CVISN/ITS/CVO initiatives**

Celia has a primary knowledge of CVISN, in that she knows what its purpose is and how it is being used on the compound.

Her knowledge stems from working with EPIC and NATEP.

**Understand the stakeholders operation/business focus and the connection with the Nogales POE**

Processing of commercial cargo in an expeditious manner. The primary focus of the operation is safety and security.

There are no planned operational improvements for the Port, but there has been discussion of relocating the passenger processing area to make more room for the commercial processing of trucks.

There is an automated commercial system that allows for the collection of any data within cargo operations. They are not responsible for storage of that data, nor are they responsible for any dissemination.

**Historical observations of changes at Nogales POE and any impacts to stakeholder operations**

There has been a significant increase in the volume of trucks coming through the compound. In addition, the new superbooths have increased the processing time of the trucks through the compound.

These changes have had a positive impact on the cargo operations, in that they have been able to cope with the increasing number of cargo trucks coming through the compound and been able to maintain a good flow of traffic, in other words, there is not much congestion within the compound, even though there is a higher volume.

The current shortcomings at the Port would include the lack of examination space for cargo trucks as well as the lack of space to examine those trucks carrying hazardous materials and waste.

## **Key Areas of Concern**

The major areas of focus at Nogales in terms of improving the port via technology should include being able to retrieve more information as it relates to the conveyance, the driver and the carrier. This would help to expedite operations at an even faster pace and allow the trucks to leave the compound much quicker if allowable.

## **Changes/Enhancements For Nogales Port-Of-Entry**

Would like to see a facility expansion—more room is needed for the increase in cargo volume.

This would lead to more space for examination (a larger dock area) of cargo. This would benefit the entire port operations.

## **Additional Concerns/Suggestions/Recommendations**

A consensus needs to be put in place with all the different players that are in place at the Nogales port. Everyone needs to get together to define the objectives of the port and note who is doing what activity, how they are carrying out those activities, and what is their primary focus. The port currently has too much overlapping of processes and procedures.

**United States Customs Service (USCS)**  
**Teen Klump**  
**Assistant Port Director (Trade)**

**Understand their familiarity with CVISN/ITS/CVO initiatives**

Very little understanding of CVISN/ITS/CVO—is attending meetings to learn more about new technologies that may be used at the port.

Has learned that these efforts would benefit Nogales by tracking truck conveyances.

**Understand the stakeholders operation/business focus and the connection with the Nogales POE**

Teen is the Assistant Port Director in charge of trade and is charged with overseeing all customs issues surrounding importation into the United States.

Their operation is largely affected by the Nogales port of entry.

They are in transition to a new system, ACE. It will track data that has been gathered and will do it by creating accounts for each importer, exporter, manufacturer, carrier, etc. This data is currently tracked on a per transaction basis without any categorical accounting system.

A new system is being considered involving transponders (working with DOT) to track carriers. The exact process to be used is still unknown.

**Historical observations of changes at Nogales POE and any impacts to stakeholder operations**

There has been a large amount of new technology come into the compound in the last 5—6 years, most of it coming in on the inspection side of the operations.

There has been a noticeable increase in passenger and commercial traffic.

There has been an increase in security measures at the port.

They have impacted Teen's operations by creating more work, there is more need to keep traffic moving—facilitating traffic throughout the port (keep trade moving).

September 11 has created big changes as well. Their main focus once was narcotics intervention, now they are more focused on anti-terrorism.

There is a need to continually train staff on using the new technologies that are being implemented.

There has been an increase in traffic creating long queues—there has been a 20% increase in traffic from the previous year.

They want to find ways to expedite traffic without bringing each truck into the compound.

**What are the key areas of concern as it revolves around operations at the Nogales POE?**

The main concern is to have all staff that takes part in the port operations to utilize one consistent system (private industry and federal/state government).

This would help to move traffic more effectively and efficiently through the compound.

**Changes/Enhancements for Nogales POE**

There has been discussion of possibly moving the passenger vehicle lane to another area west of where they are currently located, leaving that part of the port to be expanded upon and be utilized for commercial operations. This would allow for a more efficient expediting of commercial traffic.

## **Federal Motor Carrier Safety Administration (FMCSA)**

**Eric Ice**

**Division Administrator**

Mr. Ice demonstrated a thorough understanding of CVISN/ITS/CVO initiatives at our initial meetings. This along with an interest in time allowed us to proceed efficiently through our interview.

### **Understand the stakeholders operation/business focus and the connection with the Nogales POE**

Safety assurance is their top priority, including:

- checking license
- checking driver background

The concern is on the vehicle, including some concern on the cargo. Safety is their main focus.

### **Historical observations of changes at Nogales POE and any impacts to stakeholder operations**

Technology is increasing.

Nogales is much faster at processing trucks than other ports.

The trucks are able to pass through faster than they did 5 years ago

### **Changes/enhancements for Nogales POE**

They want more than an expedited crossing program. FMCSA is mandated to do license checks, safety checks, etc. This has to be included in this system!

FMCSA does not want to re-invent the wheel if there are ways to improve it, then all the better for the port.

### **Additional Comments/Suggestions/Recommendations**

FMCSA would like to find ways to direct vehicles electronically and to direct vehicles prior to entering the port (while in the queue).

Facial recognition and drivers license recognition is also important to running the port in a more effective and efficient manner.

USCS currently has a digital photo of all drivers coming through the port—this could be used when developing the system to verify drivers.

Checking vehicle, carriers and drivers is all that is needed.

**Arizona Department of Transportation – Motor Vehicle Division (MVD)**  
**Richard Saspe, Lieutenant**

**Arizona Department of Public Safety (DPS)**  
**Rob Cahoon, Sergeant**

**Understand the stakeholders operation/business focus and the connection with the Nogales POE**

MVD checks for general compliance, Mexican registration, Mexican federal driver's license, weight compliance

DPS' primary responsibility is to perform safety inspections on drivers and vehicles.

They currently use:

- ASPEN
- PDA's used to check Mexican Federal drivers license
- An electronic report uploaded to ASPEN – con-compliance

**Historical observations of changes at Nogales POE and any impacts to stakeholder operations**

MVD has seen an increase in the amount of dry freight and produce coming across the border and an improvement on vehicles complying with weight limits.

Sgt. Rob Cahoon believes he is too new to the position to state any trends over the past 5-10 years at the port.

**What are the key areas of concern as it revolves around operations at the Nogales POE?**

MVD's purpose is to issue permits, but this takes time – a bar code would make the process more efficient.

MVD believes that the WIM devices are not working as often as they should be to have the operations run effectively and efficiently.

DPS believes that inspections can be random and not complete dependent upon the office/agency performing the inspection.

A more efficient system capable of sharing data could alleviate many problems.

**Changes/Enhancements for Nogales POE**

Both MVD and DPS believe that there needs to be a way to access shared data from a common database as well as getting the data needed that is unique to that specific requesting agency.

**Arizona Department of Public Safety (DPS)**  
**Ursula Miller**  
**Highway Patrol, Commercial Vehicle Enforcement**

**Arizona Department Of Transportation (ADOT)**  
**Dave Phillips**  
**CVISN/PRISM Program Manager**

Ms. Miller and Mr. Phillips are both heavily involved in CVISN and PRISM responsibilities within the Arizona Department of Public Safety and the Arizona Department of Transportation, respectively. We did not review their familiarity with CVISN/ITS/CVO initiatives in the interest of time. The focus of their comments lies heavily on the technological aspect of the POE. Their comments are geared toward a more effective and efficient method of operation for the ports future success.

**Understand the stakeholders operation/business focus and the connection with the Nogales POE**

DPS:

- already has access to SAFER data via ASPEN
- does not need a new data repository specifically for Nogales
- has a good opportunity for ASPEN and SafetyNet in Arizona

ADOT:

- When information is gathered on the vehicles, the concern is that Nogales is not treated as a new information network – the state CVISN system as a whole should be the only system used for the port
- Arizona is a PrePass state and transponders are not a part of CVISN

**Changes/enhancements for Nogales POE**

ADOT:

- An awareness of CVISN and PRISM need to be included in any solution that is recommended for the Port of Nogales as well as background on these two systems



## **U.S. Department of Agriculture (USDA)**

Those in attendance included:

- Manny Trujillo  
Port Director
- Eloy Cortez  
Plant Protection and Quarantine, Operations Office
- Susan Soltelo  
Supervisor
- Jerry Ehni  
Information Technology

### **Understand their familiarity with CVISN/ITS/CVO initiatives**

Is under the impression that EPIC 2 will be designed to take care of the problem of federal agencies being able to interface with each other and share information.

### **Understand the stakeholders operation/business focus and the connection with the Nogales POE**

The Nogales Port of Entry is mainly an agricultural port – 60% of all commodities that come through the port are agricultural products.

Sixty percent (60%) of all agricultural imports that come into the United States come through the Port of Nogales. The remaining percentage is spread out through the remaining ports along the Mexican border (including, Arizona, New Mexico, Texas and California).

USDA has no direct link with any other borders as far as obtaining information

### **General Border Operations—**

- The truck/carrier obtains a broker
- Brokers are electronically linked to US Customs
- USDA is given a days notice of what is coming into US
- There are 10 U.S. customs brokers in Nogales that do the majority of the work with the Mexican carriers
- A “pre-file” is given to USDA that displays entries (carriers) that will show up that day at the port – USDA will then hold or release each carrier
- Once the carriers have entered the US, they are weighed and inspected by customs and then proceed to the “Superbooth” for clearance or additional inspection
- Carrier then goes to USDA to determine what needs to be done with their shipment
- Carrier then goes to US Customs for their release
- Carrier is then allowed to drive off of the compound

### **USDA Operations—**

- Deals only with the broker
- Is not tied into the US Customs’ system
- Is a paper-intensive agency

## **Historical observations of changes at Nogales POE and any impacts to stakeholder operations**

Not many physical changes

Small Physical changes

USDA needs to examine commodities

More hands-on work

Need more space at the compound to examine commodities

There has been seven percent (7%) growth in agriculture commodities coming through the border

Growth in the last 2 – 3 years has been static

Peak volume for the port is about 1,200 trucks a day

Low volume is about 30 – 40 trucks a day

Peak period is from around October to June

## **What are the key areas of concern as it revolves around operations at the Nogales POE?**

Pallet x-ray machines

Need to interface with other agencies

With increasing volume of carriers and commodities, data sharing is vital

Bar codes on documentation used by US Customs could be shared by other agencies

Security issues in US Customs makes the process changes more resistant to actually happening

## **Changes/Enhancements for Nogales POE**

The following problems need to be resolved:

- Retrieving data from US Customs
- No electronic way of alerting other ports of specific commodities, truck lines, etc.
- Data is transferred to an electronic database by USDA
- Funding

**U.S. Food and Drug Administration (USFDA)**  
**Adrian Garcia**  
**Port Director**

**Understand their familiarity with CVISN/ITS/CVO initiatives**

Minimal exposure to these initiatives, but has some understanding.

**Understand the stakeholders operation/business focus and the connection with the Nogales POE**

USFDA is linked to ACS – Customs

Brokers transmits data to customs, data includes:

- Manufacturer
- Commodity
- Quantity
- Value

Data is sent to USFDA headquarters and is filtered for the needed data

70% of all shipments are processed electronically

The driver does not know what has been cleared and not cleared

Two types of notifications are sent out to the broker – “FDA Review” and “FDA May Proceed”

A hold can also be placed on a carrier/truck for review in the compound

Looking for chemical contamination, micro-biological contamination, pesticide residue

**Historical observations of changes at Nogales POE and any impacts to stakeholder operations**

It has taken 8 – 10 years to reach this point of sharing data

Traffic flow has increased

USFDA would like to have the capability to share information

**What are the key areas of concern as it revolves around operations at the Nogales POE?**

Inspections at the port take anywhere from an hour to an hour and a half (worst case scenario)

Under ideal circumstances, inspections can take place as quickly as 10 – 15 minutes (best case scenario)

USFDA uses OASIS and can share data from all ports

## **Changes/Enhancements for Nogales POE**

Trying to expedite all carriers as efficiently as possible

Would like to be able to track shipments—actually know where the carrier is in relation to the border

USFDA still utilizes actual paperwork, but are in a much better “situation” than other Agencies

USFDA is 90 – 95% paperless

**Pacific Brokerage-Nogales, AZ**  
**JB Hanson**  
**Manager**

**Understand their familiarity with CVISN/ITS/CVO initiatives**

Has some knowledge of ITS technologies.

At one point, was the only broker with one carrier that had transponders on all its trucks. The program was efficient once it was underway, but experienced some technical problems.

**Understand the stakeholders operation/business focus and the connection with the Nogales POE**

The broker received a manifest from the exporter/importer, transmits that manifest to customs, sends payment to customs for clearing carrier and cargo.

The manifests are sent to customs electronically and a hard copy is also sent to their office—they want a hardcopy for their records.

If all the “clearing” work was done in Mexico before the carrier were to cross the border, the entire process would be more efficient.

**Historical observations of changes at Nogales POE and any impacts to stakeholder operations**

The port has become more efficient and has created a better traffic flow for the trucks that are coming across the border.

The size of the facility, the largest in Arizona, is a shortcoming to the State. There are other borders in the Southwest that are 2-3 times larger (in other states) and have a lower number of trucks traveling across their borders.

**What are the key areas of concern as it revolves around operations at the Nogales POE?**

Technology should be the major area of concern. All of the agencies that currently have operations at the port should find a way to work together on the same “system.”

The size of the facility is another concern. There should be a way to better utilize the space as it relates to moving the trucks through the compound.

**Changes/enhancements for Nogales POE**

Necessary enhancements include technological improvements.

The ports would benefit from technological enhancements by having more efficient operations.

Expediting the process would allow more trailers to cross the border, in turn, allowing the broker to make more money!

**Additional Concerns/Suggestions/Recommendations**

Government agencies (at the compound), in general, need to be more efficient.

The USCS is always trying to find ways to improve their operations and systems at the port and other agencies are not.